

ผลกระทบของกลยุทธ์รีแบรนด์ การรับรู้แบรนด์ และการสื่อสารทางการตลาดต่อพฤติกรรม
การซื้อผ่านช่องทางออนไลน์: กรณีศึกษาเครือข่ายกลุ่มเกษตรอสังกัญญ์ ประเทศไทย
The Impact of Rebranding Strategy, Brand Perception, and Marketing
Communications on Online Purchasing Behavior:
A Case Study of the Alangkan Agricultural Group Network, Thailand

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บทคัดย่อ

งานวิจัยนี้มุ่งเน้นไปที่การพัฒนากลยุทธ์ทางการตลาดภายหลังการเปลี่ยนชื่อแบรนด์จาก “เครือข่ายกลุ่มเกษตรกรปลานอกกระชัง” เป็น “เครือข่ายกลุ่มเกษตรกรปลากาญจน์” โดยศึกษาปฏิสัมพันธ์ระหว่างการเรียนรู้ของผู้บริโภคที่มีต่อแบรนด์กับความพยายามด้านการสื่อสารการตลาด และผลขององค์ประกอบทั้งสองประการที่มีอิทธิพลต่อพฤติกรรมการซื้อผลิตภัณฑ์ทางการเกษตรของผู้บริโภค โดยให้ความสำคัญเป็นพิเศษกับบทบาทของปัจจัยด้านประชากรศาสตร์ รวมถึงขอบเขตของการรับรู้แบรนด์ใหม่และการสื่อสารทางการตลาดที่มีอิทธิพลต่อพฤติกรรมของผู้บริโภคผ่านแพลตฟอร์มการจัดจำหน่ายออนไลน์ การวิจัยใช้วิธีวิจัยแบบพหุกรณีศึกษา โดยเก็บรวบรวมข้อมูลเชิงคุณภาพจากเจ้าของฟาร์มจำนวน 11 ราย ผ่านการสนทนากลุ่ม และผู้บริโภคจำนวน 45 ราย ผ่านการสัมภาษณ์แบบกึ่งโครงสร้าง ซึ่งวิธีการวิจัยนี้ก่อให้เกิดความเข้าใจเชิงลึกผ่านการพิจารณากรณีศึกษาแต่ละกรณีร่วมกับการใช้แหล่งข้อมูลที่หลากหลาย ซึ่งช่วยสนับสนุนในการพัฒนา กลยุทธ์การปรับเปลี่ยนชื่อแบรนด์สินค้า

ในส่วนของการเปลี่ยนชื่อแบรนด์ได้มีกำหนดคำขวัญขึ้นใหม่ คือ “มองกาญจน์ใกล้ ให้อลังการ” เพื่อเสริมสร้างและสื่อสารภาพลักษณ์ของกลุ่มให้มีความชัดเจนยิ่งขึ้น การดำเนินงานดังกล่าวอยู่ภายใต้กรอบแนวคิดกลยุทธ์การตลาด 3i ซึ่งประกอบด้วย ภาพลักษณ์ของแบรนด์ อัตลักษณ์ของแบรนด์ และความน่าเชื่อถือของแบรนด์ ผลการวิเคราะห์พฤติกรรมผู้บริโภคบนแพลตฟอร์มออนไลน์ พบว่า มีปัจจัยสำคัญสี่ประการที่มีอิทธิพลต่อการตัดสินใจซื้อ ได้แก่ อายุ อาชีพ องค์ประกอบที่ 1 โดยเฉพาะความผูกพันทางอารมณ์ที่ผู้บริโภคมีต่อโลโก้ที่ยังคงอยู่แม้ภายหลังจากการเปลี่ยนชื่อแบรนด์ (X10) และองค์ประกอบที่ 7 คือบทบาทสำคัญของพนักงานขายในการให้คำแนะนำเชิงให้คำปรึกษาเกี่ยวกับสินค้าที่ใช้ชื่อแบรนด์ใหม่ (X29) ซึ่งปัจจัยดังกล่าวสะท้อนให้เห็นถึงการผสมผสานระหว่างลักษณะทางประชากรศาสตร์ (อายุ และอาชีพ) กับปัจจัยด้านจิตวิทยาและอารมณ์ (ความผูกพันกับโลโก้ และการให้คำแนะนำเชิงให้คำปรึกษาจากพนักงานขาย) ซึ่งมีอิทธิพลต่อพฤติกรรมการตัดสินใจซื้อของผู้บริโภคผ่านช่องทางออนไลน์

คำสำคัญ: การรีแบรนด์ในภาคการเกษตร การรับรู้ตราสินค้า เครือข่ายกลุ่มเกษตรกรปลานอกกระชัง
กลยุทธ์การตลาด 3i การสื่อสารทางการตลาด

Abstract

This study focuses on developing a marketing strategy following the rebranding of the “Cage-Free Fish Farmers Association Network” to the “Alangkan Agricultural Group Network” by investigating how consumer perceptions of the brand interact with marketing communication efforts, and how these combined elements influence consumer buying behavior toward agricultural products. Particular emphasis is placed on the role of demographic factors and the extent to which new brand perceptions and marketing communications influence consumer behavior through online distribution platforms. Using a multiple-case study design, qualitative data were collected from 11 farm owners through focus groups and 45 consumers via semi-structured interviews. This research method allowed for a deep understanding by examining individual cases and using multiple sources of data, which helped guide the development of the rebranding strategy.

As part of this rebranding initiative, a new slogan, “Experience Kanchanaburi intimately, elevate its grandeur,” was introduced to strengthen and clarify the group’s brand image. This initiative was guided by the 3i Marketing Strategy Model, consisting of Brand Image, Brand Identity, and Brand Integrity. The analysis of consumer behavior on online platforms identified four key factors influencing purchase decisions: age, occupation, Component 1—particularly the emotional connection to the logo, which remained intact even after the rebranding effort (X10)—and Component 7, specifically, the decisive role of sales personnel in providing consultative advice on products featuring the new brand logo (X29). These factors highlight a combination of demographic characteristics (age, occupation) and psychological and emotional drivers (logo connection, consultative advice from sales personnel) that impact how consumers buy online.

Keywords: Agricultural rebranding, Brand perception, Farmers Association Network, 3i Marketing Strategy, Marketing communication

1. Introduction

Thailand's 13th National Economic and Social Development Plan (2023–2027) outlines the strategic directions aimed at enhancing infrastructure and digital readiness in key economic zones and urban centers. Central to this approach is the continuous development of standardized and robust digital systems, along with the promotion of research and development activities with commercial application potential. The Plan also emphasizes the importance of leveraging digital technologies to enhance business value, while encouraging entrepreneurs to adopt digital-driven business models (Office of the National Economic and Social Development Council, 2022). The key objective is to build the capacity of community enterprises to effectively utilize technology, data, and digital platforms as tools for value creation. This strategic initiative is anchored in the 20-Year National Strategy (2018–2037) and is aligned with the National Research and Innovation Strategy. Specifically, it reflects Strategy 1, which focuses on research and innovation as drivers of economic prosperity through the utilization of digital content. This strategy emphasizes the application of research and innovation for commercial benefit, particularly in supporting the development of small and medium-sized enterprises (National Research and Innovation Policy Council, 2017).

The Cage-Free Fish Farmers Association Network has demonstrated moderate capacity for digital marketing, as identified during the initial phase of the current research project, according to the evaluation criteria developed by the Community Enterprise Promotion Division (2017). Key challenges facing the Network include inconsistent production content and the absence of a strategic digital marketing framework to ensure customer retention under the brand “VGet: Safe Agricultural Products” (Katepan, 2023). The Network is undergoing a rebranding process to strengthen its brand identity and improve market recognition. This strategic overhaul involves updating elements like its name, logo, messaging, and marketing strategy to create a new, differentiated identity in the minds of customers, investors, and competitors. The goal is to modernize the brand, clarify its positioning, attract new customers, and build stronger brand equity. Rebranding poses significant challenges for agricultural community enterprises due to their limited resources, uneven digital capabilities, and strong socio-cultural attachments to traditional practices. Their dependence on localized markets and long-established trust relationships often leads to resistance to change, while insufficient marketing expertise and strategic frameworks further constrain the effective integration of rebranding initiatives with digital platforms. Consequently, these enterprises face difficulties in implementing coherent and sustainable rebranding strategies that align with evolving consumer expectations.

This study contributes to the advancement of existing theoretical frameworks by: (1) Demonstrating how brand awareness can be enhanced and loyalty fostered for the rebranded Cage-Free Fish Farmers Association Network through participatory engagement, implementing

a strategic model incorporating content marketing, influencer collaborations, and social media campaigns to educate consumers about its unique value proposition. (2) Examining the interaction between brand perception and marketing communication, and their influence on consumer responses to agricultural products. Within this context, rebranding is conceptualized as a strategic mechanism for increasing sales and expanding market share for the Cage-Free Fish Farmers Association Network (Hukkeri et al., 2024). This approach offers a novel contribution to existing literature by integrating marketing theory with the specific context of community-based agricultural enterprises. By focusing on a defined geographical area and the Network, the study provides a comprehensive case analysis that demonstrates how general marketing principles can be effectively applied and adapted to localized settings.

Research objectives

1. To demonstrate how brand awareness can be enhanced and loyalty fostered for the rebranded Cage-Free Fish Farmers Association Network through participatory engagement.
2. To examine the interaction between brand perception and marketing communication, and their influence on consumer responses to agricultural products.

Research hypothesis

The hypothesis of this study posits that customer responses to agricultural products from the Alangkan Agricultural Group Network through online channels are significantly influenced by their demographic characteristics, brand perception, and marketing communication.

2. Literature Review

2.1 Concepts and theories related to rebranding

Rebranding is more than just a visual makeover; it represents a shift in a company's overall image, impacting how consumers perceive and interact with the brand, ultimately influencing their attitudes and experiences through targeted marketing efforts, thereby increasing brand awareness and recognition. Thus, rebranding extends beyond visual or symbolic changes; it embodies organizational perception and enables the brand to effectively engage with its target audience. Furthermore, it influences consumer attitudes and experiences through targeted advertising and interactions with products or services, thereby enhancing brand visibility and recognition (Smith & Lee, 2021). Within this framework, building brand awareness is essential for business development and strategic growth. It emphasizes the management of brand equity to secure sustainable consumer recognition of the new brand identity. This transformation positions the brand as a valuable intangible asset, allowing firms to command premium pricing, improve profitability, and increase market valuation.

Consequently, rebranding contributes to long-term business stability and sustainability (Smith & Lee, 2021).

2.2 Concepts and theories related to brand perception

Barajas-Portas (2015) defines consumer brand perception as a key factor that stimulates consumers' expectations regarding product performance. The author identifies several dimensions of brand perception as follows: (1) Functional Perception, influencing perceptions of product quality, pricing, cultural relevance, and brand personality; (2) Affective Perception, referring to the emotional responses associated with the brand; (3) Brand Experience, affecting the consumers' perception of risk; (4) Brand Reputation, shaping perceptions of the brand's user image; and (5) Interaction, referring to the level of consumer engagement and communication with the brand.

2.3 Relevant research

The study by Poomalee (2022) focuses on the relationship between consumer personality and the personality of high-end fashion brands. The research employs in-depth interviews with 30 participants and reveals the following key findings: (1) Consumers whose lifestyle, preferences, and personality align with a brand's image are more likely to make repeat purchases, which may lead to long-term brand loyalty. (2) Segmenting target groups based on personality traits, interests, lifestyle, and behavior is more effective than segmentation based on demographic factors. (3) When building a new brand or repositioning an existing one to achieve rapid and lasting brand recognition, using a celebrity whose public image aligns with the brand can be an effective strategy. The celebrity's prominence serves as a powerful driver of consumer awareness and brand perception.

Chokphitakkul and Anantachat (2017) measure consumer-based brand equity in small and medium enterprises (SMEs) under two objectives: (1) to measure consumer-based brand equity in small and medium enterprises (SME) based on brand knowledge and perception of brand relationship quality; and (2) to examine the relationship between SME brand equity and three consumer response factors, namely brand preference, brand loyalty, and word of mouth. These researchers use self-administered questionnaires to collect data from 400 male and female respondents. The findings show that After You scores higher than Cookies Crust on the consumer-based brand equity scale. Moreover, the After You and Cookies Crust's brand equity scores demonstrate positive correlations with all consumer response factors for their own brand at a higher level in comparison to the other brands under study.

The study by Jiraboonma and Siritho (2013) focuses on the following objectives: 1) to investigate the factors affecting the purchasing decision of consumers in Bangkok toward Honda cars; 2) to investigate the perceived value of brand equity in influencing the decision of consumers to purchase Honda cars; and 3) to study the relationship between brand equity and the purchase decisions of consumers toward Honda cars. The sample group consists of

400 Thai people living in the area. According to the hypothesis testing results, the demographic factor is shown to affect the purchase decision of consumers toward Honda cars at a significance level of 0.05. Brand equity is shown to be directly related to the purchase decisions of consumers toward Honda cars at a significance level of 0.05, demonstrating the variables and concepts involved in this research.

3. Methodology

This research employed Participatory Action Research methodology, consisting of two key phases: 1) the planning phase, which involved conducting focus group discussions, and 2) the data collection phase, which focused on gathering information from consumers.

3.1 Study area

The Cage-Free Fish Farmers Association Network comprised 11-member farms, as detailed in Table 1. These farms, located in the Lower Central Region 1 of Thailand, were classified as community enterprises.

Table 1. Details of member farms in the Cage-Free Fish Farmers Association Network participating in the study

No.	Farm Name	Farm Products	Farm Location
1	Banhugkan Farm	Ornamental plants (e.g., <i>Anthurium</i> spp., <i>Monstera</i> spp., cactus) and integrated farming of salad vegetables	Mueang Kanchanaburi District
2	Thanwalai Farm	Jasmine rice, lime orchards, and integrated farming	Huai Krachao District
3	Jeensae Garden Farm	Pomelo and pomelo blossom honey	Thong Pha Phum District
4	Suan Pa Nin Farm	Kaffir lime leaves for export, papaya, lime, and Siam Queen red corn	Nong Prue District
5	Tum Por Dee mini farm	Chuenchit herbal juice, pesticide-free vegetables, Rice berry rice, Pathum Thani jasmine rice (both raw and processed rice products)	Tha Maka District
6	Rai Nai In Farm	Fresh dates	Bo Phloi District
7	Oppa Farm	Melons, lettuce, tomatoes, corn, cucumbers, and culinary herbs	Tha Muang District
8	SFF Organics Farm	Eggs, broiler chickens (Esan Pearl, Thapthong Kasetsart), cucumbers, butternut squash, yard long beans, bok choy, kale, bananas, and coconuts	Phanom Thuan District
9	Blue's backyard	Organic vegetables, including various types of lettuce	Mueang Kanchanaburi District
10.	Farm Peerapol Co, Ltd.	Khanmak banana, crispy Khanmak banana, coffee, herbal soap and shampoo, bamboo shoot snacks	Si Sawat District
11.	T-rak Craft Chocolate	Cocoa-based processed products	Thong Pha Phum District

Source: Field survey data, 2024.

3.2 Population and sample sizes

The population for this study comprised two groups: (1) farmers who were members of the Cage-Free Fish Farmers Association Network in Kanchanaburi Province, totaling 20 individuals; and (2) consumers who purchased products from this Network.

The study sample consisted of: (1) 11 farm owners or their designated representatives who were actively involved in farm operations and members of the Cage-Free Fish Farmers Association Network; and (2) consumers of agricultural products from the Network, located throughout Kanchanaburi Province. However, due to limitations in accessing the consumer group, data were collected from only 45 respondents. The selection of these 45 respondents was based on the following inclusion criteria: (1) individuals of any gender; (2) aged between 20 and 60 years; and (3) consumers who had purchased agricultural products from the Network through online channels. Nevertheless, this research constituted a pilot study, constrained by limited access to the Network's customer base, with data obtained from only 45 participants.

The study received ethical approval from the Kasetsart University Research Ethics Committee, Bangkok, Thailand (COA No. COA67/012).

3.3 Data collection

Data collection in this study involved two distinct groups and methods: focus group discussions with 11 farm owners from the Cage-Free Fish Farmers Association Network and a semi-structured questionnaire given to 45 customers who had previously bought products from the Network, selected through purposive sampling. This dual-method approach provided insights from both the supply side (farmers) and the demand side (customers).

A six-point Likert scale from strongly disagree (1) to strongly agree (6) was used to measure how brand perception and marketing communication affected customer responses to products from the Alangkan Agricultural Group Network after a rebranding effort. This method allowed respondents to express the extent of their agreement with statements, providing data on the effectiveness of the rebranding in influencing their views and behaviors toward the products by dividing them into six levels based on an interval width of 0.83 as follows: (1) a mean score of 5.16–6.00 was interpreted as “highest”; (2) a mean score of 4.33–5.15 as “high”; (3) a mean score of 3.50–4.32 as “moderate”; (4) a mean score of 2.67–3.49 as “relatively low”; (5) a mean score of 1.84–2.66 as “low”; and (6) a mean score of 1.00–1.83 as “lowest.”

3.4 Data analysis

This study used a mixed-methods approach, whereby both qualitative and quantitative research techniques were combined to gain a deeper understanding of a topic. Specifically, focus group discussions (a qualitative method) were used to develop a strategy for enhancing new brand awareness, with quantitative methods employed to analyze the factors that influence customer responses.

Reliability analysis

A reliability assessment of the questionnaire data was performed before conducting further analysis. The instrument's reliability was evaluated in terms of data stability and internal consistency, the latter measured using Cronbach's alpha coefficient. A Cronbach's alpha value exceeding 0.70, generally considered indicative of acceptable internal consistency, was used in this study to confirm that the instrument produced reliable results (Henson, 2001).

The developed questionnaire achieved a Cronbach's alpha coefficient of 0.935, demonstrating a high level of reliability. This finding confirmed that the instrument met established methodological standards, thereby supporting the validity of proceeding with the subsequent analyses.

Validity analysis

As shown in Table 2, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was greater than 0.70, indicating a moderate level of suitability of the dataset for factor analysis. Additionally, Bartlett's Test of Sphericity yielded a significance value of $p < 0.001$, well below the 1% threshold. These results confirmed the presence of significant correlations among the variables, thereby supporting the appropriateness of proceeding with factor analysis (Kaiser, 1974).

Table 2. KMO and Bartlett's test statistics

KMO and Bartlett's Test		
KMO measure of sampling suitability		0.787
Bartlett's test of sphericity	Approximate chi-square	940.888
	Degrees of freedom	406
	Significance	0.000***

Note: *** $p < .01$.

4. Results

The analysis was split into two parts, the first of which focused on developing a strategy for raising awareness of the Alangan Agricultural Group Network's new brand through focus group discussions, while the second part examined the impact of rebranding on brand perception and marketing communications and its influence on consumer reactions to the products.

4.1 Focus group discussions on identity formation and the development of strategies for identity expression following the rebranding process

The initial focus group discussion on identity formation and the development of identity expression strategies—following the rebranding process implemented in 2024—revealed that the “Cage-Free Fish Farmers Association Network” had officially changed its

name to “Alangkan.” This change was implemented to resolve misunderstandings arising from the Network’s former name, which inaccurately suggested that the group was involved in the direct sale of fish products. As part of this rebranding effort, a new slogan was introduced, *“Experience Kanchanaburi intimately, elevate its grandeur,”* aimed at enhancing and clarifying the group’s brand image. Additionally, the Network redesigned its logo and adopted a new color scheme featuring yellow and white for use in booth presentations. A comparison between the previous and new logo designs is presented in Figure 1.



Original brand logo



Redesigned brand logo

Figure 1. Comparison between the previous Cage-Free Fish Farmers Association Network logo and the new Alangkan design

Furthermore, the brand personality of the Alangkan Agricultural Group Network was strategically refined in accordance with the 3i Marketing Strategy Model, encompassing Brand Image (the external perception of the brand), Brand Identity (the internal and intended representation of the brand), and Brand Integrity (the consistency and credibility of the brand). Collectively, these efforts contributed to a clearer and more memorable brand image for the Network, as outlined below:

- **Brand Image:** Conveying attributes such as sincerity, humility, excitement, enjoyment, respectfulness, and honesty.
- **Brand Identity:** Reflecting the group’s commitment to offering only certified agricultural products (such as Organic Thailand, GAP, YSF-Kan), promoting modern agricultural practices, supporting agri-tourism experiences, and fostering environmental responsibility.
- **Brand Integrity:** Demonstrated through the dissemination of health-related content, the promotion of local “unseen” attractions, and the organization of interactive workshops designed to share and exchange local knowledge and expertise.

In summary, the focus group discussions played a pivotal role in operationalizing the 3i Marketing Strategy Model within the rebranding process of the Alangkan Agricultural Group Network. Rather than functioning solely as a conceptual guide, the 3i framework was collaboratively constructed through stakeholder participation, ensuring that branding decisions were firmly grounded in shared experiences, values, and expectations. The discussions facilitated clear articulation of Brand Image by defining the desired external perceptions of authenticity and experiential value, while Brand Identity was strengthened by aligning internal

values and competencies with the Network's mission. Brand Integrity was reinforced by emphasizing consistency, transparency, and credibility in marketing communications. Collectively, this participatory and iterative approach enhanced strategic coherence, internal alignment, and the effectiveness of identity expression, thereby enabling the "Alangkan" brand to communicate its value proposition clearly and consistently to diverse stakeholder groups. The rebranding of the Alangkan Agricultural Group Network can be characterized as a deliberate and structured strategic transformation grounded in stakeholder participation and systematic analysis. The multi-stage process, which encompassed diagnosis, identity redefinition, alignment, and implementation, ensured that the rebranding extended beyond superficial visual changes to address deeper issues of meaning, coherence, and credibility. By integrating insights from focus group discussions with the 3i Marketing Strategy Model, the Network successfully aligned its internal values, operational practices, and external communications. This approach not only clarified the Network's role and value proposition but also strengthened brand consistency and trust, thereby enhancing its ability to engage consumers and stakeholders effectively within the evolving agricultural and agritourism context. Accordingly, an analysis of rebranding strategy, brand perception, and marketing communications in relation to online purchasing behavior was conducted to provide a framework for future implementation, enabling the Network to further develop and enhance its marketing capabilities. For clarity, throughout the remainder of this paper, "the Network" refers to the Cage-Free Fish Farmers Association Network when discussing the period before 2024, and the Alangkan Agricultural Group Network when referring to the post-rebranding period and current operations. Where distinction is necessary, the full name is provided.

4.2 Characteristics of customers

A summary of the respondents' demographic characteristics is presented in Table 3. Among the participants, 64.44% were female, a finding consistent with that of Jitpairroj and Tiangsoongnern (2024), who also reported a female majority among their respondents.

The largest proportion of respondents (37.78%) was between 21 and 30 years old, followed by 33.33% aged 31–40, and 13.33% aged 41–50. These findings contrast with those of Wetchapitak et al. (2021), who reported that the majority of their respondents belonged to Generation X (aged 45–60 years).

Regarding educational attainment, 53.33% of respondents reported completing 16 years of formal education, while 28.89% had completed between 12 and 14 years. This pattern is consistent with the findings of Jitpairroj and Tiangsoongnern (2024), who reported that most of their respondents were employed by private companies.

The respondents who identified as private business owners accounted for 37.78%, while 20.00% were government employees, 15.56% students, 11.11% employees of private

companies, 11.11% employees of state enterprises, and 4.44% freelancers or independent contractors. These results contrast with the findings of Juntavong and Pooripakdee (2018), who reported that most of their respondents were employed by private companies.

Regarding monthly income, 44.44% of respondents reported earning between THB 15,001 and 25,000, 42.22% earned less than THB 15,000, 11.11% earned more than THB 35,001, and only 2.22% earned between THB 25,001 and 35,000. These findings diverge from those of Juntavong and Pooripakdee (2018), who found that most respondents had an average monthly income between THB 30,001 and 50,000.

An analysis of monthly expenditures on agricultural products purchased through the Network's online channels revealed that 42.22% of respondents spent between THB 1,501 and 3,500, while 24.44% spent between THB 500 and 1,500, and 20.00% spent between THB 3,501 and 7,000. Respondents who spent more than THB 10,001 accounted for 8.89%, while 4.44% spent between THB 7,001 and 10,000.

4.3 Importance of variables related to brand perception and marketing communication

Table 3 presents a prioritized list of the 19 independent variables related to brand perception, categorized into four dimensions: brand awareness (7), brand associations (4), perceived quality (4), and brand loyalty (4). All variables were evaluated in the context of the post-rebranding phase and were adapted from the research of Pankhlip and Kritworakarn (2022).

Additionally, 10 independent variables related to marketing communication were grouped into four categories: sales promotion (3), public relations strategies (2), direct marketing through social media (2), and personal selling (3). These variables were assessed within the framework of the new brand logo and were adapted from the research of Jiraboonma and Siritho (2013).

Among customers who purchased agricultural products from the Alangkan Agricultural Group Network through online channels, the mean scores for both brand perception and marketing communication variables ranged from 4.33–5.15, indicating a high level of perceived importance.

Table 3. Importance of the 19 brand perception variables and 10 marketing communication variables affecting customer responses to agricultural products from the Alangkan Agricultural Group Network via online channels (n = 45)

19 Variables of Brand Perception	Mean	SD.	Level
<i>Brand awareness following the rebranding process</i>	4.51	0.67	High
X ₁ : The “Alangkan” brand logo is distinctive and easily recognizable, effectively representing a wide variety of fresh, seasonal products.	4.64	0.68	High
X ₂ : The logo of the farmers’ network previously known as the “Cage-Free Fish” was rebranded as “Alangkan,” symbolizing the transformation of the Network’s overall image.	4.58	0.69	High
X ₃ : The slogan of the Alangkan brand—“ <i>Experience Kanchanaburi intimately, elevate its grandeur</i> ”—contributes to a clearer and more cohesive brand image.	4.53	0.76	High
X ₄ : The Network refines its brand personality in alignment with the 3i Model marketing strategy, encompassing <i>Brand Image</i> (the perceived image of the brand), <i>Brand Identity</i> (the brand’s distinctive characteristics), and <i>Brand Integrity</i> (the brand’s authenticity). This strategic adjustment enhances the clarity and memorability of the Network’s image.	4.58	0.58	High
X ₅ : Following on from item 4; the <i>Brand Image</i> of the Network communicates qualities such as sincerity, groundedness, excitement, enjoyment, humility, and honesty.	4.36	0.65	High
X ₆ : Following on from item 4; the <i>Brand Identity</i> of the Network is characterized by the exclusive distribution of standardized products (e.g., Organic Thailand, GAP, YSF-Kan), adoption of modern agricultural practices, promotion of agrotourism experiences, and a strong emphasis on environmental sustainability.	4.58	0.69	High
X ₇ : Following on from item 4, the <i>Brand Integrity</i> of the Network is reflected in its dissemination of health-related information, the promotion of unique and locally specific (unseen) products, and facilitation of hands-on workshops designed to foster knowledge exchange and skill development within the community.	4.33	0.64	High
<i>Brand association following the rebranding</i>	4.54	0.65	High
X ₈ : Confidence in the quality symbolized by the logo is sustained despite the rebranding process.	4.56	0.66	High
X ₉ : The newly designed logo effectively projects a positive image, encompassing both commercial value and social responsibility.	4.51	0.73	High
X ₁₀ : Emotional connection to the logo remains intact, even after the rebranding effort.	4.62	0.61	High
X ₁₁ : Consumers exhibit a high level of confidence that products bearing the new logo will reliably fulfill their expectations.	4.49	0.59	High

Table 3. CONT.

19 Variables of Brand Perception	Mean	SD.	Level
<i>Perceived quality following the rebranding</i>	4.58	0.63	High
<i>X₁₂</i> : The quality of products bearing the new logo can be effectively assessed through personal sensory evaluation.	4.42	0.58	High
<i>X₁₃</i> : Testimonials and shared experiences from actual users strengthen their confidence in the quality of products associated with the new logo.	4.60	0.54	High
<i>X₁₄</i> : Previous purchasing experiences serve as a basis for evaluating the quality of products bearing the new logo, thereby influencing future purchasing decisions.	4.62	0.65	High
<i>X₁₅</i> : The consumer's decision to purchase products featuring the new logo is driven by an informed understanding of their proven quality and performance.	4.67	0.74	High
<i>Brand loyalty following the rebranding</i>	4.60	0.67	High
<i>X₁₆</i> : Consumers are inclined to share their experiences regarding the quality of products bearing the new logo, with the aim of informing and benefiting others.	4.62	0.72	High
<i>X₁₇</i> : Consumers express a continued preference for purchasing products from the Network, even when alternative products are available.	4.67	0.67	High
<i>X₁₈</i> : Consumers possess a high degree of confidence in their intention to repurchase products bearing the new logo in the future.	4.58	0.66	High
<i>X₁₉</i> : Consumers are willing to recommend products bearing the new logo to others, based on their positive perception of the quality.	4.53	0.63	High
10 Variables of Marketing Communication	Mean	SD.	Rating
<i>Sales promotion of the new brand logo</i>	4.51	0.66	High
<i>X₂₀</i> : Consumers express satisfaction with sales promotion initiatives—such as discounts, giveaways, and special offers—undertaken by the Network and disseminated through various digital platforms, including the official website, Facebook Fanpage, Instagram, LINE, and others.	4.49	0.73	High
<i>X₂₁</i> : Consumers are satisfied with the point-based loyalty program that offers discounts on products from the Network for purchases made via social media platforms.	4.62	0.58	High
<i>X₂₂</i> : Price-oriented marketing strategies introduced to promote products bearing the new brand logo contribute to an enhanced consumer perception of purchase value.	4.42	0.69	High
<i>Public relations strategies of the new brand logo</i>	4.48	0.66	High
<i>X₂₃</i> : The public relations initiatives associated with the launch of products featuring the new brand logo effectively communicate product information that aligns with the consumer's specific needs.	4.53	0.66	High
<i>X₂₄</i> : Consumers routinely receive information or announcements about products from members of the Network through social media channels—such as their Facebook Fanpage, Instagram, LINE, TikTok, and similar platforms.	4.42	0.66	High

Table 3. CONT.

10 Variables of Marketing Communication	Mean	SD.	Level
<i>Direct marketing of the new brand logo through social media</i>	4.50	0.68	High
X ₂₅ : The Facebook Fanpage, Instagram, LINE, and TikTok platforms of the Network provide interactive and engaging content that effectively promotes user participation.	4.53	0.66	High
X ₂₆ : These social media platforms also exhibit a strong capacity for delivering timely and effective responses to user inquiries, reflecting a high level of communication readiness.	4.47	0.69	High
<i>Personal selling of the new brand logo</i>	4.47	0.65	High
X ₂₇ : Sales personnel are instrumental in clearly communicating the details of products associated with the new brand logo.	4.53	0.63	High
X ₂₈ : Sales personnel possessing strong interpersonal skills significantly enhance consumer confidence in products bearing the new brand logo.	4.47	0.69	High
X ₂₉ : Consultative advice from sales personnel plays a decisive role in influencing consumer purchasing decisions regarding products featuring the new brand logo.	4.42	0.62	High

As presented in Table 3, the majority of the 19 independent variables related to brand perception and the 10 variables associated with marketing communication were perceived by respondents to be very important. This finding was consistent with the study by Pankhlip and Kritworakarn (2022), who reported that overall customer behavior in the online context—measured through brand perception and marketing communication—was at a high level.

4.4 Assessment of data suitability

Principal Component Analysis (PCA) was the extraction method used in this study, with the Varimax rotation technique employed for orthogonal axis rotation. The criteria for retaining factors were based on eigenvalues greater than 1. In addition, variables were considered to load on a given factor if their factor loadings were 0.50 or higher, in accordance with Kaiser's criterion. Only factors comprising two or more observed variables were retained and interpreted as a single component (Hair et al., 2019)

4.5 Relationship between customer responses to agricultural products from the Alangkan Agricultural Group Network, demographic factors, and the seven components from factor analysis

As shown hypothesis testing was conducted to examine the relationship between customer responses—measured through the seven components from factor analysis, and five demographic variables—and customers' monthly online purchasing value of agricultural products. The results revealed a significant relationship at the 0.01 level, suggesting a meaningful association among these variables.

Table 4. Relationship between customers' monthly online purchasing value of agricultural products and components from factor analysis (7), and demographic factors (5)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	226,188,816.99	4	56,547,204.25	11.223	.000***
Residual	201,541,258.03	40	5,038,531.45		
Total	427,730,075.02	44			

Note: *** $p < .01$, two-tailed.

The coefficient of determination (R^2) was 0.5288, indicating that the independent variables collectively explained 52.88% of the variance in customer responses to the Network. Multicollinearity diagnostics supported the model's validity, as the Variance Inflation Factor (VIF) values did not exceed the commonly accepted thresholds of 4 or 5, and tolerance values remained above 0.20. Furthermore, the Durbin-Watson statistic was 1.867, and the highest condition index obtained from the eigenvalue analysis was below the critical threshold of 10, indicating no evidence of autocorrelation in the residuals (Table 5).

Table 5. Stepwise multiple regression analysis of customers' response to agricultural products from the Network via online channels.

Variable	B	SE	(β)	t	P-Value	Tolerance	VIF	Eigen Value
Constant term	-423.071	1139.323		-0.371	0.712			2.846
Age	2,052.623	326.873	0.733	6.280	0.000***	0.864	1.157	1.001
Occupation	-644.792	261.672	-0.285	-2.464	0.018*	0.880	1.137	1.000
Component1	-802.927	340.226	-0.258	-2.360	0.023*	0.989	1.011	0.096
Component7	815.945	355.294	0.262	2.297	0.027*	0.907	1.102	0.057
Multiple $R^2 = 0.529$						SEE	= 2244.667	
Adjusted $R^2 = 0.482$						Durbin-Watson = 1.867		

Note: Dependent variable: **PurchaseValue** (monthly purchasing value of agricultural products ordered by customers via online channels).

*** $p < .01$, * $p < .10$.

In summary, four out of the five independent variables in the regression model were statistically significant. **Age** was significant at the 1% level ($t = 6.280$). In addition, **Occupation** ($t = -2.464$), Component1 ($t = -2.360$), and Component7 ($t = 2.297$); were statistically significant at the 10% level.

Based on the results presented in Table 5, a linear regression analysis was conducted using age, occupation, brand perception, and marketing communication as independent variables, with purchase value as the dependent variable. Consequently, the final multiple regression model is presented as Equation 1.

$$Y_i = -423.07 + 2,052.62\text{Age} - 644.79\text{Occupation} - 802.93\text{Component1} + 815.95\text{Component7} \quad (1)$$

(-0.371) (6.280***) (-2.464*) (-2.360*) (2.297*)

The coefficient for age [Age] was positive and statistically significance at the 1% level, indicating that an increase in customer age was linked to a statistically significant THB 2,052.62 increase in customer responses to the Network. The primary customer demographic of 21–30 years old expressed interest in certified organic products like Organic Thailand, GAP, and YSF-Kan certifications, indicating broad age appeal. This finding aligned with Kaur (2024), who also found that age influenced online consumer purchasing behavior.

The coefficient for occupation [Occupation] was negative and statistically significant at the 10% level, indicating an association between a change in occupation and a THB 644.79 decrease in customer responses. Respondents in different occupational categories exhibited distinct purchasing behaviors toward agricultural products. A significant proportion of customers who purchased products from the Network were private business owners, with an average monthly income of THB 21,471. This income level was notably higher than that of customers in other occupational groups, which may help to explain the comparatively lower purchase values observed among those groups. Consistent with this finding, Park (2023) reported that consumers who valued individuality and differentiation tended to display varied purchasing behaviors based on their occupational background. In summary, the negative effect of occupation underscored the role of occupational heterogeneity in shaping consumers' purchasing capacity and behavior. Differences in income level, spending flexibility, and consumption priorities across occupational groups contributed to variations in expenditure on agricultural products. When occupational shifts involved a move away from higher-income and entrepreneurially oriented groups, overall customer responses tended to decline. This finding highlighted the importance of considering occupational structure as a key determinant of aggregate purchasing behavior, particularly in markets where consumption is closely linked to income stability, lifestyle, and value orientation.

The coefficient for Component 1 resulted in a negative value and was statistically significant at the 10% level, demonstrating a THB 802.93 decline in responses. This was notable because the emotional connection to the logo remained intact, even after the rebranding effort (X_{10}). This result suggested that specific colors and design elements could evoke emotional reactions in consumers, thereby fostering a strong emotional bond with the brand (Jiang, 2024). Consequently, frequent rebranding—by potentially weakening emotional bonds formed through specific colors and design elements—could lead to declining customer responses over time. Customers who exhibited strong loyalty to the original brand may have felt overlooked or dissatisfied as a result of the rebranding effort, following Brand Integrity of the 3i Model. In summary, the negative effect of maintaining an emotional connection to the original logo highlighted the potential trade-off between brand continuity and adaptation. Although emotional attachment reflected strong brand equity, it may have also fostered

resistance to change, leading consumers to perceive rebranding efforts as a loss of authenticity or symbolic value. Such perceptions could weaken engagement with the new brand identity and diminish purchasing responsiveness. This finding suggested that, if not carefully managed, rebranding initiatives might inadvertently alienate emotionally attached customers, thereby negatively affecting overall customer response.

The coefficient for Component 7 was positive and statistically significant at the 10% level, resulting in a THB 815.95 increase in response. Specifically, consultative advice from sales personnel played a decisive role in influencing consumer purchasing decisions regarding products featuring the new brand logo (X₂₉). This aligns with Valenzuela-Fernández and Villegas Pinuer (2025), who found that salesperson behavior—including technical knowledge and adaptive selling approaches—affects consumer purchase outcomes. Although not strictly branded products, it highlighted how salespeople’s expertise and behavior shaped consumer buying decisions.

5. Conclusion, Discussion, and Recommendations

According to the findings, this research study on a strategic model, designed to increase recognition for the rebranded Alangkan Agricultural Group Network, led to lasting consumer loyalty by involving customers in the brand’s growth through participatory engagement.

The findings revealed that the development of a strategic model aimed at enhancing brand awareness of the rebranded Alangkan Agricultural Group Network successfully fostered sustainable consumer brand loyalty through participatory engagement. A key element of this strategy was the introduction of a new slogan—“*Experience Kanchanaburi intimately, elevate its grandeur*”—which aimed to enhance and clarify the group’s brand image. This rebranding initiative was further refined using the 3i Marketing Strategy Model, comprising **Brand Image** (the external perception of the brand), **Brand Identity** (the internal and intended representation of the brand), and **Brand Integrity** (the consistency and credibility of the brand). Collectively, these efforts contributed to a clearer and more memorable brand image for the Network. In addition, a sustainable process for building new brand awareness and creating promotional media content was developed using the 5Ws Pyramid: Insight Finder, focusing on the core products of this agricultural group network.

Following rebranding, age, occupation, Component 1—particularly retained emotional connection to the logo (X₁₀)—and Component 7, especially consultative advice from sales personnel, were significant factors influencing online purchasing behavior and played a decisive role in consumers’ purchasing decisions regarding products featuring the new brand logo (X₂₉). Therefore, the Alangkan Agricultural Group Network should implement a “Bridge Campaign” to transfer consumers’ existing emotional attachment from the former **Cage-Free Fish Farmers Association Network** to the new brand identity, rather than abandoning it

entirely. This approach would preserve existing emotional bonds with the previous logo and strengthen future repurchase intentions. Additionally, age and occupation are personal factors that influence consumers' purchasing decisions and online channel choices. Accordingly, the Network should consider age and occupational structure as key determinants of aggregate purchasing behavior, so that firms can better align their marketing strategies with contemporary consumer behavior in digitally connected markets.

Future research

To guide future research, it is important to address the limitations of the current study by expanding sample diversity to include a greater variety of demographics and agricultural contexts, with a cross-regional study to understand the cultural and geographic influences on consumer responses and marketing strategies, while acknowledging that the results may differ in regions with distinct regulatory and cultural environments.

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